

**University of Notre Dame NROTC
Naval Leadership Weekend 2012
Saturday, 25 Feb 2012, 1930
As Delivered by:
ADM J. C. Harvey, Jr.**

THANK YOU VERY MUCH, EARL (CAPTAIN CARTER). IT'S WONDERFUL TO BE
HERE WITH YOU ALL THIS EVENING.

THANK YOU ALL FOR JOINING US TODAY. THE PRESENCE OF SO MANY ROTC
MIDSHIPMEN FROM AROUND OUR NATION GATHERING HERE TO LEARN AND
DISCUSS THEIR ROLES AS FUTURE LEADERS IN THE NAVY AND MARINE CORPS
SPEAKS VOLUMES ABOUT THE STATE OF OUR ROTC PROGRAM.

MIDSHIPMEN, YOU HAVE ALL WORKED VERY HARD AT YOUR RESPECTIVE
UNIVERSITIES—SOME OF THE FINEST UNIVERSITIES IN OUR NATION—AND AT
THE SAME TIME, WORKED TO EARN YOUR COMMISSION. YOU HAVE HAD TO
WORK HARDER THAN MANY OF YOUR PEERS – BALANCING YOUR STUDIES WITH
EARLY MORNING PT, WEEKLY DRILLS, EXTRA CLASSES, AND SUMMER CRUISES.

OVER THESE YEARS, YOU HAVE ALSO BEEN HELD TO HIGHER STANDARDS OF
ACADEMIC AND PHYSICAL PERFORMANCE, PERSONAL INTEGRITY, AND
INDIVIDUAL DISCIPLINE; AND THAT IS A GOOD THING - IT'S NOT GOING TO
CHANGE.

ONE THING THAT IS VERY IMPORTANT AND I NEED TO MAKE VERY CLEAR TO YOU IS THAT ONCE YOU TAKE YOUR COMMISSIONING OATH YOU ALSO TAKE ON SOME PRETTY SIGNIFICANT EXPECTATIONS.

THESE EXPECTATIONS, YOUR RESPONSIBILITIES, ARE UNIQUE TO OFFICERS IN THE UNITED STATES ARMED FORCES. AFTER GRADUATION, YOUR PEERS WILL START THEIR CAREERS OR CONTINUE THEIR EDUCATION (OR MAYBE JUST GO BACK HOME!), BUT NONE OF THEM WILL HAVE THE RESPONSIBILITIES OR THE DEMANDS PLACED UPON THEM THAT YOU WILL AS JUNIOR OFFICERS SERVING OUR NATION IN DURING THESE TURBULENT TIMES.

OUR FIRST, AND BY FAR THE MOST IMPORTANT, DEMAND OF YOU IS THAT YOU UNDERSTAND EXACTLY WHAT IT MEANS TO PROVIDE LEADERSHIP TO THE SAILORS AND MARINES WE WILL SOON PLACE IN YOUR CHARGE.

THIS FUNDAMENTAL RESPONSIBILITY TRANSCENDS ALL OTHERS – IT IS THE SINGLE MOST IMPORTANT THING YOU WILL DO, BAR NONE.

AND IT IS A RESPONSIBILITY ALL OF YOU, REPEAT ALL OF YOU, CAN DISCHARGE SUCCESSFULLY, FOR IT DEPENDS ALMOST EXCLUSIVELY ON WHAT'S IN YOUR HEART, THE CONTENT OF YOUR CHARACTER, AND YOUR RESOLUTE DETERMINATION TO DO YOUR DUTY, EVERY HOUR OF EVERY DAY, TO THE ABSOLUTE BEST OF YOUR ABILITY. THAT REALLY IS IT—YOUR LEADERSHIP ABILITY DEPENDS ON THE CONTENT OF YOUR CHARACTER AND YOUR DETERMINATION TO DO YOUR BEST.

NOW, YOU MAY BE ASKING YOURSELF, “HOW DOES FOUR YEARS PARTICIPATING IN THE ROTC PROGRAM EQUATE TO HAVING THIS LEADERSHIP ABILITY WITHIN ME?”

REMEMBER, I TOLD YOU YOUR LEADERSHIP ABILITY DEPENDS PRIMARILY ON WHAT'S IN YOUR HEART, YOUR CHARACTER – THE SUM OF YOUR IDEALS, AMBITIONS AND AFFILIATIONS, AND THE EMOTIONAL ENERGY THAT INFUSES THEM.

IT IS THROUGH YOUR CHARACTER AND COMMITMENT THAT YOU ACHIEVE THE TRUST OF THOSE YOU LEAD. AND TRUST IS WHAT IT'S ALL ABOUT. THE TRUST OF YOUR SAILORS AND MARINES IN YOU AND YOUR FAITH IN THEM.

THEIR TRUST IN YOU GUARANTEES YOUR ABILITY TO LEAD THEM. KEEPING THEIR TRUST REQUIRES THAT YOU HOLD YOURSELF TO THE SAME STANDARD YOU SET FOR YOUR TROOPS AND THAT YOU HOLD YOURSELF ACCOUNTABLE FOR YOUR ACTIONS, AND THEIRS.

WHEN YOU HAVE THE TRUST OF YOUR SAILORS AND MARINES, YOU HAVE ALL YOU NEED TO LEAD THEM. QUITE SIMPLY, TRUST IS THE GLUE THAT HOLDS IT ALL TOGETHER. YOU CANNOT DEMAND THIS TRUST; YOU CAN ONLY BE WORTHY OF IT.

SO WHAT IS IT THAT MAKES YOU WORTHY OF THE TRUST OF THOSE YOU WOULD LEAD?

KEEPING THEIR TRUST REQUIRES THAT YOU DEMONSTRATE NOT SIMPLY THE PHYSICAL COURAGE NECESSARY IN COMBAT, BUT THE MORAL COURAGE TO DO THE RIGHT THING EVERY DAY, IN EVERY ACTION NO MATTER HOW SMALL, AND PARTICULARLY IN THOSE SITUATIONS WHERE IT APPEARS NO ONE ELSE IS WATCHING—FOR THOSE YOU LEAD ARE ALWAYS WATCHING YOU.

KEEPING THEIR TRUST REQUIRES YOU TO RESPECT THOSE YOU LEAD AND PLACE THEIR WELL-BEING BEFORE YOUR OWN. THE MEN AND WOMEN YOU LEAD ARE VOLUNTEERS, THEY ARE VERY AWARE OF THE CHALLENGES YOU AND THEY FACE TOGETHER. EVERY SINGLE SAILOR & MARINE ...

THEY DON'T WANT A NURSEMAID OR A NANNY, THEY WANT A LEADER WHO IS HONEST AND FAIR, A LEADER WHO THEY KNOW WILL FACE THE FUTURE WITH THEM, NO MATTER WHAT THAT FUTURE MAY HOLD - A LEADER WHO WILL STILL BE THERE WITH THEM, DURING THE DARKEST HOURS, IN THE MOST CHALLENGING OF TIMES.

MORAL COURAGE, A STRONG SENSE OF HONOR & INTEGRITY, RESPECT FOR THOSE YOU LEAD AND DETERMINATION—HOLD THOSE THOUGHTS.

OVER OUR 236 YEAR HISTORY, WE HAVE HAD A GREAT MANY LEADERS WHO HAVE EXEMPLIFIED THE CHARACTERISTICS I JUST MENTIONED. BUT I BELIEVE ONE OFFICER STANDS OUT AMONG THEM ALL. HE TRULY LED THROUGH THE DARKEST HOURS, IN THE MOST CHALLENGING OF TIMES. INDEED, DURING TIMES OF ABSOLUTE HOPELESSNESS. HIS LEGACY OF MORAL LEADERSHIP DOMINATES OUR MODERN DISCUSSION OF WHAT IT TAKES TO BE A LEADER.

VICE ADMIRAL JAMES BOND STOCKDALE WAS ONE OF THE MOST DECORATED OFFICERS IN THE HISTORY OF THE U.S. NAVY. ACROSS OUR NAVY WE HAVE MANY TRIBUTES TO VICE ADMIRAL STOCKDALE, INCLUDING

- THE ARLEIGH BURKE-CLASS GUIDED MISSILE DESTROYER USS STOCKDALE (DDG 106);
- THE ANNUAL STOCKDALE LEADERSHIP AWARD GIVEN TO A COMMANDING OFFICER IN THE ATLANTIC AND PACIFIC FLEETS WHO BEST EXEMPLIFIES THE ENDURING INSPIRATIONAL LEADERSHIP CHARACTERISTICS OF VICE ADMIRAL STOCKDALE;
- THE STOCKDALE GROUP AT THE NAVAL WAR COLLEGE WHERE SENIOR CLASS STUDENTS PERFORM RESEARCH ON WAYS TO IMPROVE NAVY LEADER DEVELOPMENT;
- THE NAVAL ACADEMY'S STOCKDALE CENTER FOR ETHICAL LEADERSHIP AND HIS STATUE AT THE ACADEMY'S LUCE HALL;
- THE HEADQUARTERS BUILDING OF THE PACIFIC FLEET'S SURVIVAL, EVASION, RESISTANCE, AND ESCAPE (OR SERE) SCHOOL;
- AND THE MAIN GATE OF NAVAL AIR STATION NORTH ISLAND IN CORONADO, CALIFORNIA.

MOST OF YOU KNOW SOMETHING OF HIS STORY---HOW HE EJECTED FROM HIS DAMAGED AIRCRAFT OVER ENEMY TERRITORY IN VIETNAM IN SEPTEMBER 1965 AND WAS HELD AS A PRISONER OF WAR FOR MORE THAN SEVEN YEARS. AS THE SENIOR RANKING PRISONER-OF-WAR AT THE HANOI HILTON, THEN COMMANDER STOCKDALE BROUGHT HIS STRONG AND WELL-DEVELOPED LEADERSHIP PHILOSOPHY TO LIFE.

WHILE HELD PRISONER, VICE ADMIRAL STOCKDALE CONCENTRATED HIS EFFORTS IN ORGANIZING RESISTANCE AND RAISING AND MAINTAINING MORALE AMONG HIS FELLOW INMATES. HE SPENT A TOTAL OF FOUR YEARS IN SOLITARY CONFINEMENT, AND WAS ROUTINELY LOCKED IN LEG IRONS, TORTURED, AND BEATEN AS HE DEMONSTRATED HIS INDOMITABLE HUMAN SPIRIT TO BOTH HIS CAPTORS AND HIS FELLOW PRISONERS OF WAR.

WHEN HIS CAPTORS ATTEMPTED TO PARADE HIM IN PUBLIC AT A PRESS CONFERENCE AS A TOOL OF PROPAGANDA AGAINST OUR NATION, ADMIRAL STOCKDALE SLIT HIS SCALP WITH A RAZOR TO PURPOSELY DISFIGURE HIMSELF AND DISSUADE THEM. WHEN THEY COVERED HIS HEAD WITH A HAT TO HIDE THE WOUNDS, HE USED A WOODEN STOOL TO BEAT HIMSELF UNTIL HIS EYES WERE SWOLLEN SHUT AND HIS FACE BEYOND RECOGNITION.

COUNTLESS OF HIS FELLOW POWS TOLD HIM, AFTER THEIR ORDEAL HAD FINALLY ENDED, THAT HIS LEADERSHIP AND INSPIRATION WERE WHAT ENABLED THEM TO SURVIVE THEIR YEARS OF CONFINEMENT AND ACCOMPLISH THEIR COLLECTIVE MISSION TO “RETURN WITH HONOR.”

ADMIRAL STOCKDALE WAS RELEASED AS A PRISONER OF WAR IN FEBRUARY 1973, WHILE I WAS A FIRST CLASS MIDSHIPMAN LIKE MANY OF YOU TODAY. FOR HIS VALIANT LEADERSHIP AND EXTRAORDINARY COURAGE AS A POW, HE WAS AWARDED THE CONGRESSIONAL MEDAL OF HONOR IN 1976. ADMIRAL STOCKDALE'S EXAMPLE OF LEADERSHIP, COURAGE, AND MORAL EXCELLENCE WAS HIS LEGACY FOR MY GENERATION OF NAVAL OFFICERS AND REMAINS AN EXAMPLE TODAY FOR YOU AS YOU EMBARK UPON YOUR CAREERS.

AFTER HIS RELEASE FROM CAPTIVITY, ADMIRAL STOCKDALE CONTINUED TO SERVE DESPITE THE PHYSICAL DISABILITIES HE SUSTAINED DURING HIS CAPTIVITY AND MISTREATMENT. HE RETIRED FROM ACTIVE DUTY AS PRESIDENT OF THE NAVAL WAR COLLEGE IN 1979. FOLLOWING HIS RETIREMENT, HE SERVED AS PRESIDENT OF THE CITADEL, THE MILITARY COLLEGE OF SOUTH CAROLINA, THEN BECAME A FELLOW OF THE HOOVER INSTITUTE AT STANFORD UNIVERSITY. IN 1992, HE SERVED AS H. ROSS PEROT'S VICE PRESIDENTIAL RUNNING MATE. ADMIRAL STOCKDALE DIED IN CORONADO, CALIFORNIA ON JULY 5, 2005.

I UNDERSTAND THERE ARE MANY LEADERSHIP BOOKS OUT THERE, BUT ADMIRAL STOCKDALE’S VIEWS ARE PARTICULARLY COMPELLING TO ME AND OUGHT TO BE TO YOU BECAUSE THEY WERE SHAPED BY HIS NEARLY 8 YEARS OF “DEATH AND HOPELESSNESS” ENDURED AS A PRISONER OF WAR. IN THIS WONDERFUL, CHALLENGING, AND UPLIFTING BOOK, THOUGHTS OF A PHILOSOPHICAL FIGHTER PILOT,” HE PUBLISHED HIS ESSAY “TRIAL BY FIRE,” WRITTEN IN 1985. HE SHARED HIS IDEALS OF THE “CRISIS LEADER”—THE LEADER WHO RISES UP IN THE MOST CHALLENGING TIMES.

ADMIRAL STOCKDALE SUGGESTED THAT THIS LEADER MUST BE A MORALIST, A JURIST, A TEACHER, A STEWARD, AND A PHILOSOPHER.

AS A MORALIST, A LEADER MUST BE A THINKER, WITH A CLEAR PERCEPTION OF RIGHT AND WRONG AND THE INTEGRITY TO STAND BEHIND HIS ASSESSMENT. HE MUST HAVE A COMMITMENT TO A PERSONAL CODE OF ETHICAL CONDUCT.

AS A JURIST, A LEADER MUST MAKE DECISIONS BASED ON THE AVAILABLE INFORMATION AND HIS OR HER OWN IDEAS OF FAIRNESS, WITH THE COURAGE TO WITHSTAND THE INCLINATION TO DUCK A PROBLEM. HE DELINEATES CLEAR GOALS AND OBJECTIVES FOR HIMSELF AND HIS FOLLOWERS.

ADMIRAL STOCKDALE SAID THAT EVERY GOOD LEADER IS A GOOD TEACHER, ABLE TO SET THE MORAL, SOCIAL, AND MOTIVATIONAL CLIMATE AMONG HIS FOLLOWERS. HE CREATES SELF-CONFIDENCE IN HIS FOLLOWERS BY PROMOTING PERSONAL RESPONSIBILITY AND ACCOUNTABILITY. HE PROVIDES THE VISION FOR THE UNIT AND ENHANCES ITS EFFECTIVENESS THROUGH HIS DIRECTION AND MOTIVATION.

THE LEADER MUST BE A STEWARD, REMEMBERING HIS RESPONSIBILITY FOR THOSE HE LEADS. HE CONSIDERS HIS FOLLOWERS' LIVES AS A SACRED TRUST FOR WHOSE CARE HE IS ANSWERABLE. ADMIRAL STOCKDALE SUMMARIZED HIS PHILOSOPHY IN HIS PRACTICE OF "SERVANT LEADERSHIP." HE SAID "FROM THIS EIGHT-YEAR EXPERIENCE, I DISTILLED ONE ALL-PURPOSE IDEA...IT IS A SIMPLE IDEA...AN IDEA THAT NATURALLY AND SPONTANEOUSLY COMES TO MEN UNDER PRESSURE...YOU ARE YOUR BROTHER'S KEEPER."

FINALLY, ADMIRAL STOCKDALE CONCLUDED THAT A GOOD LEADER MUST BE A PHILOSOPHER. HE MUST UNDERSTAND AND BE ABLE TO EXPLAIN THAT "THERE IS NO EVIDENCE THAT THE WAY OF THE WORLD ASSURES THE PUNISHMENT OF EVIL OR THE REWARD OF VIRTUE." ADMIRAL STOCKDALE, WHILE IN CAPTIVITY, NEVER LOST FAITH THAT HE WOULD GET OUT AND THAT HE WOULD PREVAIL IN THE END AND TURN THE EXPERIENCE INTO THE DEFINING EVENT IN HIS LIFE.

ADMIRAL STOCKDALE HELPED US TO UNDERSTAND THAT ETHICS BEGIN FROM WITHIN EACH INDIVIDUAL. HE WROTE, “THE ESSENCE OF YOURSELF, YOUR INNER SELF, IS TOTALLY WHAT YOU MAKE IT.”

IF YOU STRIVE TO EMBODY THE QUALITIES THAT ADMIRAL STOCKDALE SET OUT FOR US, WHEREVER YOU MAY SERVE IN OUR NAVY AND MARINE CORPS, YOU WILL BE FOUND WORTHY OF TRUST BY THOSE YOU WOULD LEAD.

AND YOU WILL BE READY FOR YOUR MOMENT OF TRUTH, WHENEVER AND WHEREVER IT COMES — AND, BELIEVE ME, YOUR MOMENT OF TRUTH WILL COME.

FOR THERE ARE CHALLENGING TIMES AHEAD FOR OUR NAVAL SERVICE AND OUR NATION. THE WINDS OF CHANGE ARE SWEEPING ACROSS THE FACE OF THE PLANET LEAVING VIOLENCE, UNREST, AND PROFOUND DISRUPTION IN THEIR WAKE. AND THE WORLD WILL CONTINUE TO CHANGE, SOMETIMES SLOWLY AND SOMETIMES RADICALLY, IN WAYS WE CAN HARDLY IMAGINE AND CERTAINLY CAN’T PREDICT; OUR SHIPS WILL CHANGE, OUR AIRCRAFT WILL CHANGE, OUR SUBMARINES WILL CHANGE, AND ALL OUR WEAPONS SYSTEMS WILL CHANGE.

BUT THE ONE THING THAT WILL NEVER CHANGE IS THAT THE TRUE POWER OF OUR NAVY AND MARINE CORPS IS NOT IN OUR PLATFORMS, BUT IN OUR PEOPLE—THE MEN AND WOMEN YOU WILL LEAD—OUR SAILORS AND OUR MARINES.

I AM CONFIDENT IN THE FUTURE OF OUR NAVY AND MARINE CORPS. I KNOW THAT THE FUTURE LEADERS OF OUR NAVAL SERVICE, REPRESENTED BY ALL OF YOU TODAY, WILL INDEED RISE UP TO MEET THE IMMENSE CHALLENGES AHEAD.

I LOOK FORWARD WITH GREAT ANTICIPATION TO YOUR ARRIVAL IN THE FLEET AND WITH THE FIRM EXPECTATION THAT YOU WILL BE READY ON ARRIVAL, READY TO LEAD THE FINEST MEN AND WOMEN ON THE PLANET, OUR SAILORS AND MARINES.

IT WAS A RARE PRIVILEGE TO BE WITH YOU TONIGHT AND I LOOK FORWARD TO YOUR QUESTIONS.